

Building High Performing MSD Teams

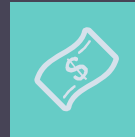
Md. Rubaiyath Sarwar
Managing Director and Lead Consultant



This presentation summarizes part of the findings from the BEAM study on 'Building High Performing Teams for Market Systems Development' by Md. Rubaiyath Sarwar and Luis E. Osorio-Cortes



Do we need to invest on people and teams to deliver results?



Are we investing enough on people?



> Building high-performing teams for
market systems development

Report

Md. Rubaiyath Sarwar
Luis E. Oserio-Cortes

January 2018



For details...

<https://beamexchange.org/resources/1036/>

Methodology...

Online and face to face consultation with



HIGH PERFORMANCE DELIVERED!

BUT HOW?



What is High Performance?



It is about **consistently** producing **superior results**

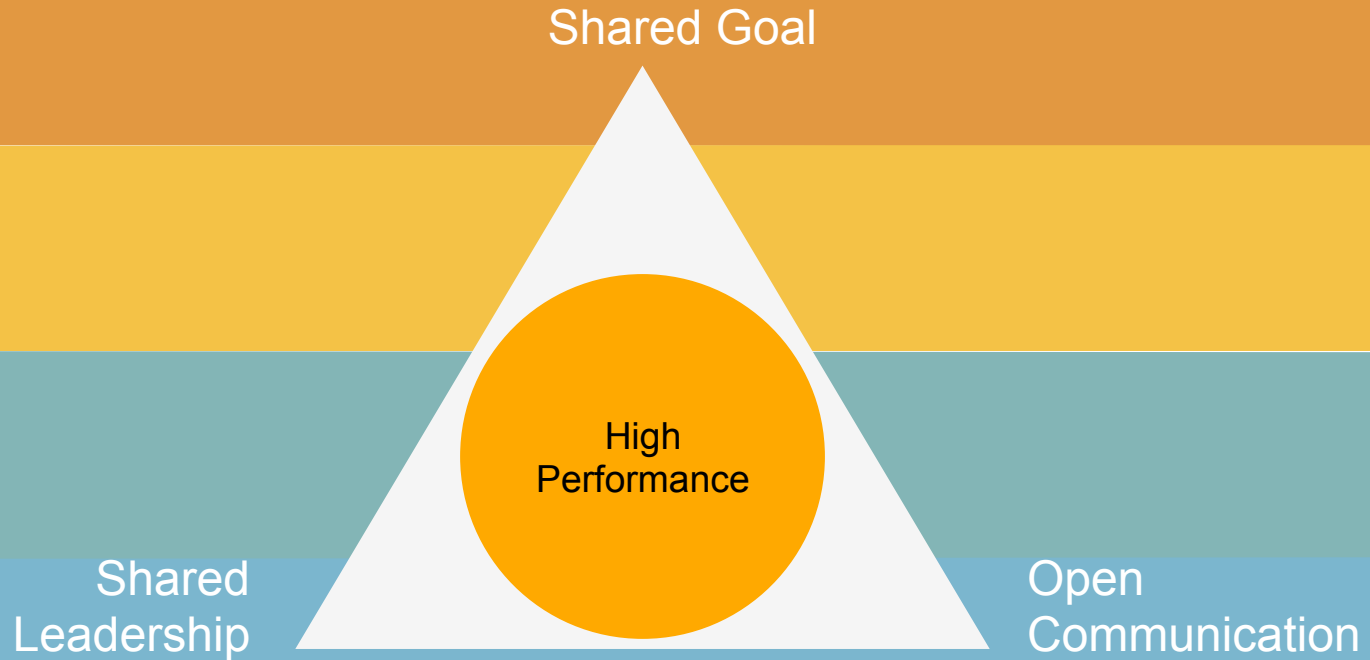
In context of MSD

Superior Results = Market players taking lead ...

in innovating, sustaining and scaling solutions to achieve mandated impact (income, employment, inclusion etc.) of the project*

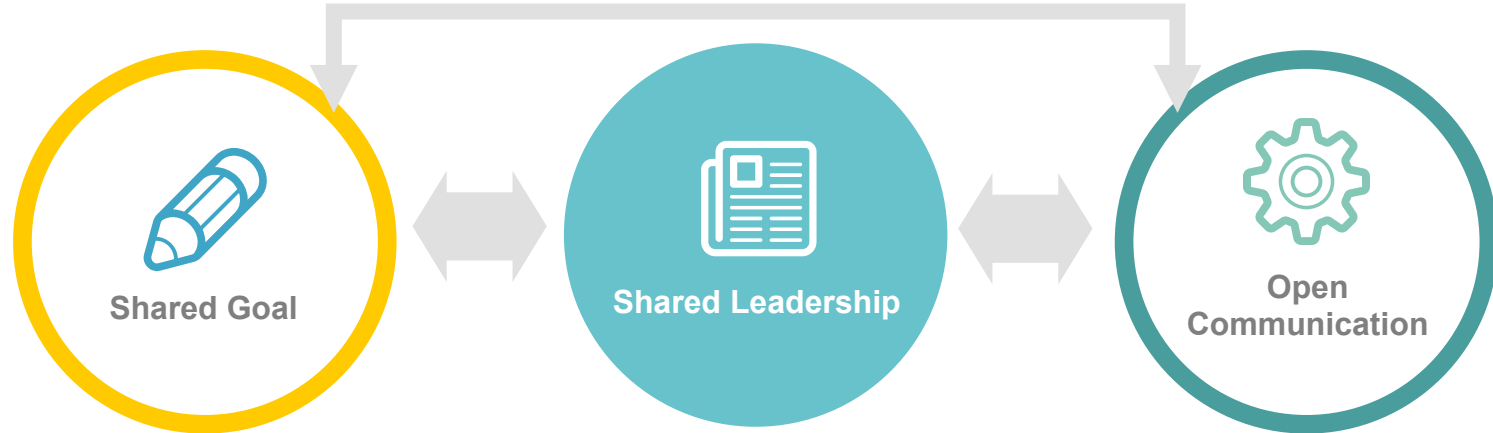
* Just one way of defining it. In principle, the project team would collectively decide what high performance means to them

Attributes of High Performing Teams



Attributes

of High Performing Teams (Contd.)



Shared Goal

Not only about 'What' to achieve but 'How'

Not only amongst 'Project Team' but also with 'Stakeholders' (Donors, Partners)

Shared Leadership

Decentralized Management

Initiatives and Innovations from All Team Members
Fast response to market opportunities and challenges

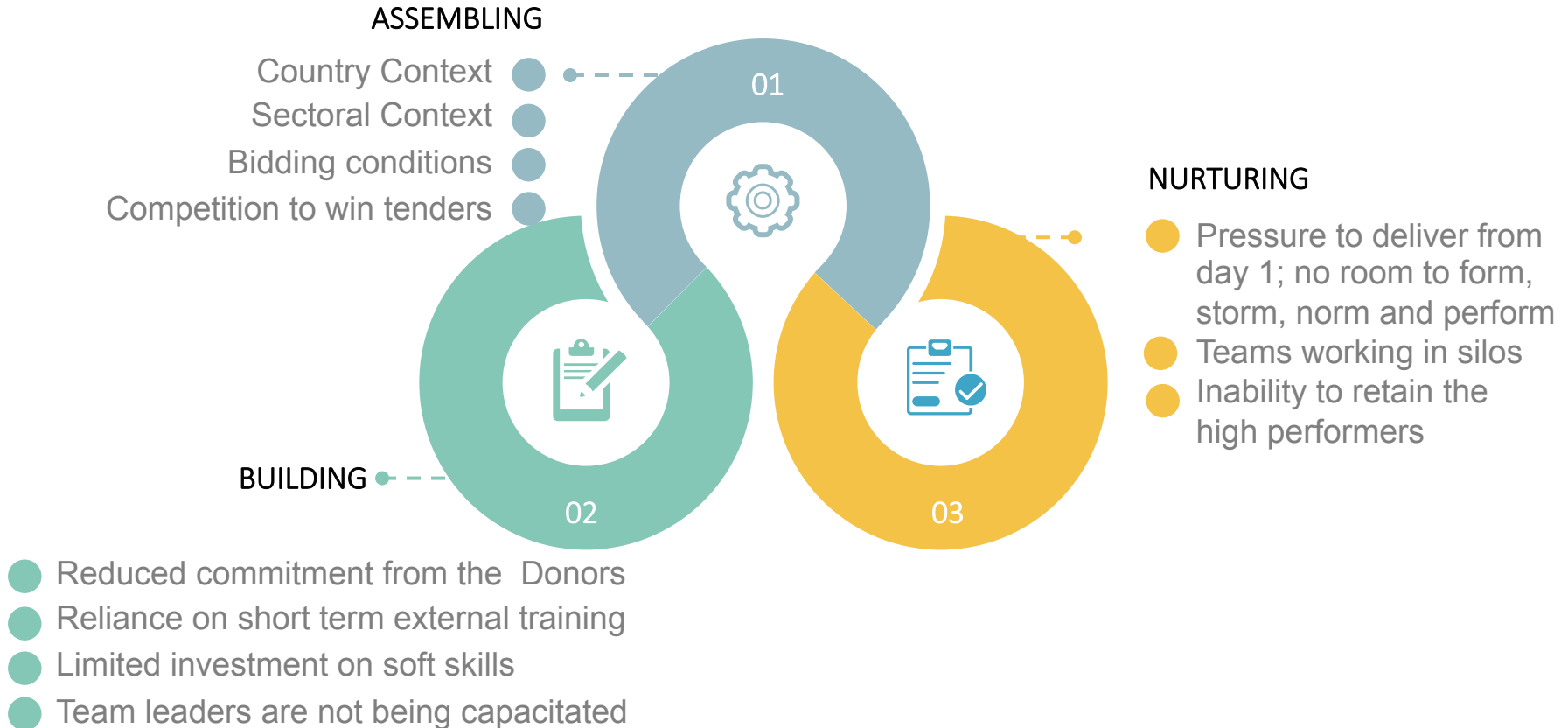
Open Communication

Top-Down
(from management to task teams)

Bottom-Up
(From task teams to management)
Horizontal
(Between task teams)

Building High Performing Teams

Barriers to High Performance



High Performance

Drivers of High Performance

ASSEMBLING

- Structuring and right sizing the team
- Getting the right mix of expertise: Generalists Vs Specialists
- Hiring the right experts



BUILDING

- Investing in coaching and mentoring (on the job and off the job)
- Focus on both hard skills and soft skills

NURTURING

- Allowing the team to form, storm, norm and perform
- Instilling, incentivizing and rewarding self-learning aptitude as the key stone habit



Moving Forward.... Our Recommendations

There are evidence and lessons on building high performing teams; but the lessons learned remain isolated and are not translating into a structural transformation of policy and practice within the MSD field.

To build on the existing evidence and lessons we need actions from **donors, implementers, team leaders and capacity building service providers.**

Moving forward

Our recommendations

Donors

Recognize



that availability of expertise is dependent on country, location, culture, sector, political conditions

Incentivize



investment in staff capacity development and learning at both bidding and implementation stages



Contextualize

recruitment policy at the bidding stage



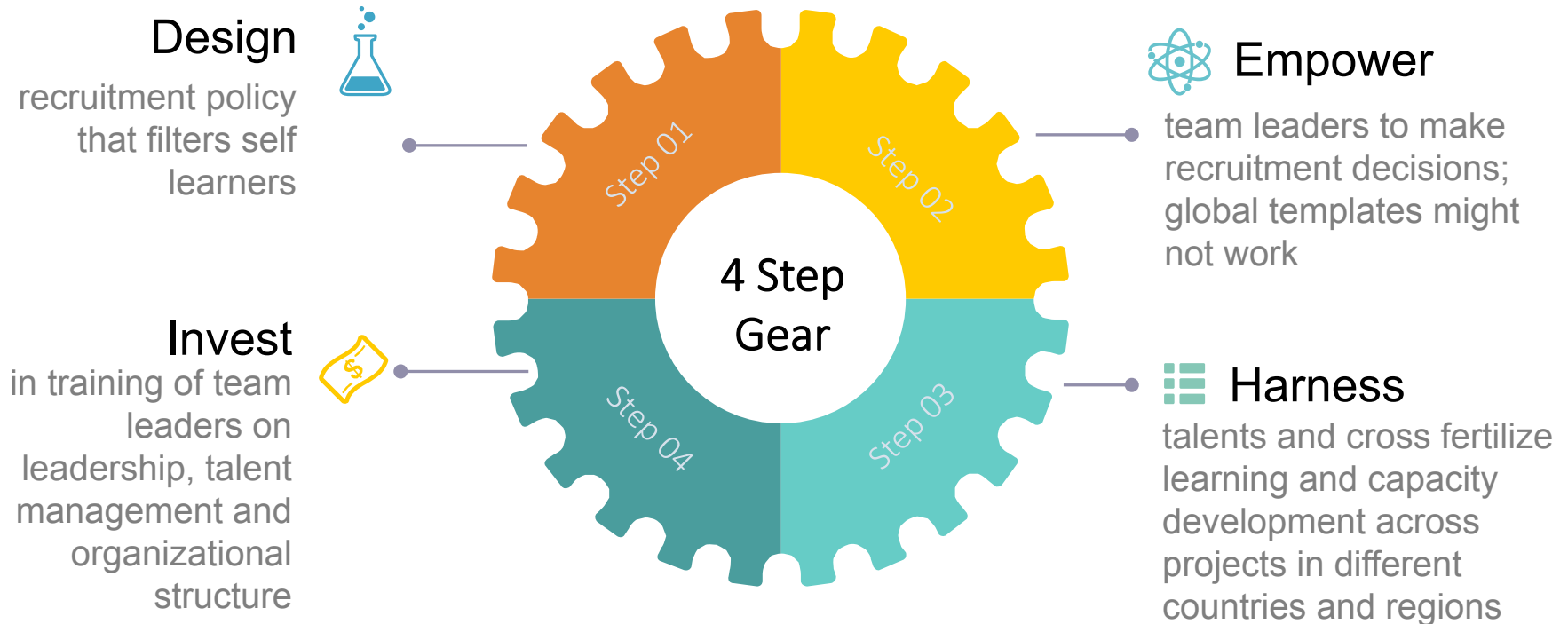
Encourage

dialogue with implementing agencies on team structure, competency mix, capacity building budget

Moving forward

Our recommendations

Implementers



Moving forward

Our recommendations

Team Leaders

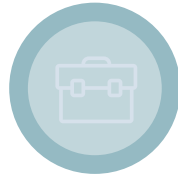
Invest

in self capacity
development

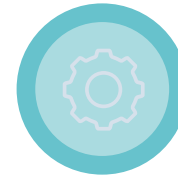


Promote

a culture of open dialogue
and debate, curiosity,
learning from mistakes and
constructive self-criticism



Reward
self learners



Engage

in dialogues with
implementing agency
advisor and donors to
ensure context specific
team structure and
competency mix and
recruitment policy



Collaborate

with trainers and mentors;
look beyond MSD for
professional development
experts

Moving forward

Our recommendations

Capacity-building service providers

Diversify

training portfolio;
incorporate training/
courses on soft skills
development



Collaborate

with professional
development experts
engage in building teams
(look beyond the field of
development)



Partner

with local and international
capacity development service
providers to adapt curriculum to
local and sectoral contexts



Develop

training and mentoring offers for
team leaders and senior staff in
implementing agencies, and
donor staff (not just for entry-
and middle-level staff)

Thank You

...

